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National Academy of Public Administration
Chartered by Congress

October 17, 1988

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[Redacted]
Intelligence Community Staff
Washington, D.C.

Dear Dick,

Here is the first package of final report material for SSG review. All this material is for the report appendixes. Included are all agency sections for the staffing, personnel security, and removal appendixes together with a table on the staffing of IC agencies and a table on the personnel security processes of the agencies. Seven copies of each enclosure are provided.

We would like comments on this material by November 2, 1988. All comments on this material should be in writing.

As we discussed, a tentative outline of the report is enclosed, also in seven copies. This will provide the SSG members with a framework for reviewing the report sections as they are provided for comment.

Drafts of chapters one through three and five will be provided for comment later this week. The remaining chapters will be provided early next week. On the draft chapters we will be seeking telephone comments with a three day turnaround.

The remaining appendix material will be provided over the next three weeks for written comment.

To sum up, we will provide the chapters for telephone comment this week and early next week. The appendix material will be provided for written comment over the next three weeks.

After panel review of the draft on October 31, we will revise the report and provide the SSG an opportunity to review the complete draft and provide written comments in November.

If you or any member of the SSG has any questions on this procedure, please give Frank or Elaine a call.

Sincerely,

Don I. Wortman
for Don I. Wortman

Attachment: List of Materials Transmitted
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LIST OF MATERIALS TRANSMITTED
FOR SSG COMMENT OCTOBER 17, 1988

Comments requested on this material in writing by November 2, 1988.

1. Staffing Appendix. Agency papers for:
 - DIA
 - Military Services Intelligence Organizations
 - FBI
 - CIA
 - NSA
 - INR
2. Personnel Security Appendix. Agency papers for:
 - CIA
 - FBI
 - DIA
 - Navy Intelligence Staff
 - Air Force Intelligence Staff
 - NSA
 - Army Intelligence Staff
3. Personnel Removal Appendix. Agency papers for:
 - CIA
 - INR
 - Military Department Intelligence Components
 - FBI
 - DIA
 - NSA
4. Table on staffing of the IC agencies.
5. Table on the personnel security requirements of the IC agencies.
6. A tentative report outline is enclosed for information.

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Tentative Report Outline
National Academy of Public Administration
Study of the Intelligence Community Personnel Systems

Preface by Ray Kline, NAPA President

Executive Summary

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Chapter One: Introduction

Lead in: Impetus of study and broad work parameters

- I. Changing Functions Reflect Breadth of Missions
- II. History of Unique Treatment of Intelligence Agencies
 - A. Personnel Systems Reflect Special Circumstances
- III. Value of Flexible Human Resource Management Approach

Chapter Two: Changing Workforce Will Alter World of Work

- I. Who Will Work in the Coming Decade
 - A. Basic Demographic Projections
 - B. Expected Impact on Federal Workforce
- II. Availability of New Workers to the Intelligence Agencies
 - A. Education Preparation
 - B. Higher Education Trends and Job Requirements
- III. Changing Values Associated with Work
- IV. The Workplace Responds
 - A. Private Sector Response
 - B. Federal Response
 - C. Responses Within the Intelligence Community
- V. Conclusions
- VI. References

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I. Current Approach

- A. Independent Policy Development**
- B. Unevenness Reflected in Many Ways**
- C. Impact of Not Coordinating Proposed Changes**

II. Options for Change

Theme: Alright to be different, key is accountability

- A. Agency Coordination**
- B. SPMG Coordination**
- C. DCI Review of Legislative Requests**

III. Recommendations

- A. SPMG Coordination**
- B. Positive Approach to Congressional Oversight**

Chapter Four: Compensation

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- A. Stagnation of General Schedule**
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- IV. Workforce Investment For the Future**
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- B. Agency Compensation Programs**
- C. Selected Organizations' Flexible Benefits Programs**
- D. Framework for Revising Compensation Programs**
- E. Agency Removal Authorities, Staff Reduction Policies and Outplacement Programs**
- F. Agency Staffing Programs**
- G. Impact of Personnel Security on Recruitment**
- H. Agency Efforts to Create a Diverse Workforce**
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Declassified in Part - Sanitized Copy Approved for Release 2012/08/16 : CIA-RDP90M00005R000200030008-4

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REMOVAL AUTHORITIES, STAFF REDUCTIONS AND OUTPLACEMENT
Central Intelligence Agency

Removal Authority

The DCI may in his discretion remove from employment any officer or employee of the CIA whenever such termination is deemed necessary or advisable in the interest of the United States. This authority is contained in Section 102(c) of the National Security Act of 1947, Title 50 U.S.C. Subsection 403. Any officer or employee so removed may seek or accept employment with any other department or agency of the Government if declared eligible for such employment by OPM.

CIA has established procedures for handling suspensions and removals which call for written notice to the employee, an opportunity to respond, and a final written decision. The DCI may elect to terminate without regard to the foregoing procedural steps if it is necessary or advisable in the interest of the U.S. Such authority is not constricted, limited, or otherwise controlled by any other regulation or provision of law.

The decision of the DCI in removal cases is final, and there is no right of appeal. However, the Supreme Court has recently ruled that the courts may review removal cases where the employee has stated "colorable constitutional claims". The impact of this decision on CIA removal authority is not yet known.



General Staff Reductions

When faced with staff reductions or skill mix problems, CIA relies primarily on attrition and selective hiring to solve them. CIA does not employ standard RIF procedures as practiced in most of Government, but instead invokes a number of regulatory provisions which have been established to deal with any staff surplus, be it by occupation, category (professional, technical or clerical) or individual.



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A factor that helps CIA maintain strength is its unique retirement program (CIARDS) and FERS Special, where eligible employees may elect optional retirement at age 50 with 20 years of service (at least 5 years overseas and 10 years with the CIA). Mandatory retirement is required at age 60, (age 65 for SIS-4 and above). The DCI may waive the age requirement. The DCI also has the authority to involuntarily retire any CIARDS participant who has 25 years of service at any age.

Outplacement

CIA conducts an extensive outplacement program under its Career Transition Center. Although primarily for retirees, anyone leaving CIA, whether retiring, resigning or being separated is eligible to participate. Full time staff members assist in resume preparation, and coordinate with an executive search firm under contract with CIA to assist in placement of outgoing employees. The program is very popular and many people leaving the Agency avail themselves of the services offered.

Adequacy of Current Procedures

The DCI has very broad authority to separate employees from the CIA for whatever reason he considers appropriate. Because of this broad authority, the DCI is able to deal with any staff reduction in a manner which would be most appropriate for any given situation. The DCI, in effect, has the authority to "select out" and could at any time ask any employee who is eligible to optionally retire, to do so.

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